



# **December 2017 Victoria Manor Operations Report to Committee of Management**

## **Non-Confidential Report**

**Submission Date: January 15, 2018**

**Information for the Month of: December 2017**

# Financials

## VICTORIA MANOR

Executive Summary Statement of Earnings

November 2017

		Current Month					Year-to-Date				
		Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
Resident Days		4,877		4,905		(28)	54,074		54,612		(538)
Occupancy %		97.93%		98.5%		-0.6%	97.5%		98.5%		(1.0%)
Nursing Envelope Funds		604,187	123.89	535,314	109.13	68,873	5,963,536	110.28	5,885,369	107.77	78,168
Nursing Expenses		522,977	107.23	558,708	113.90	35,732	6,249,830	115.58	6,352,838	116.33	103,008
Net Nursing Envelope		81,211	16.65	(23,394)	(4.77)	104,605	(286,294)	(5.29)	(467,469)	(8.56)	181,175
Program Envelope Funds		59,428	12.19	58,972	12.02	456	655,340	12.12	652,276	11.94	3,065
Program Expenses		59,661	12.23	55,041	11.22	(4,620)	620,250	11.47	617,025	11.30	(3,225)
Net Program Envelope		(233)	(0.05)	3,931	0.80	(4,164)	35,091	0.65	35,251	0.65	(160)
Food Envelope Funds		44,820	9.19	42,703	8.71	2,117	482,471	8.92	471,675	8.64	10,795

Food Expenses	42,871	8.79	42,703	8.71	(168)	480,178	8.88	471,675	8.64	(8,503)
<b>Net Food Envelope</b>	<b>1,949</b>	<b>0.40</b>	-	-	<b>1,949</b>	<b>2,293</b>	<b>0.04</b>	-	-	<b>2,293</b>
<b>Accommodation Revenue</b>	<b>320,158</b>	<b>65.65</b>	<b>311,470</b>	<b>63.50</b>	<b>8,688</b>	<b>3,620,172</b>	<b>66.95</b>	<b>3,449,648</b>	<b>63.17</b>	<b>170,524</b>
<b>Accommodation Expenses</b>										
Dietary Expenses	77,867	15.97	84,603	17.25	6,737	988,982	18.29	965,875	17.69	(23,106)
Housekeeping Expenses	36,146	7.41	36,076	7.35	(70)	430,037	7.95	412,369	7.55	(17,668)
Laundry Expenses	19,954	4.09	15,197	3.10	(4,757)	185,961	3.44	173,450	3.18	(12,511)
Maintenance Expenses	60,721	12.45	36,101	7.36	(24,620)	472,366	8.74	420,770	7.70	(51,597)
Administration Expenses	58,260	11.95	44,446	9.06	(13,814)	466,015	8.62	499,040	9.14	33,025
Facility Expenses	84,675	17.36	92,198	18.80	7,523	904,476	16.73	1,019,812	18.67	115,336
<b>Accommodation Expenses</b>	<b>337,623</b>	<b>69.23</b>	<b>308,622</b>	<b>62.92</b>	<b>(29,001)</b>	<b>3,447,838</b>	<b>63.76</b>	<b>3,491,316</b>	<b>63.93</b>	<b>43,479</b>
<b>Other Accommodation - NOI</b>	<b>(17,464)</b>	<b>(3.58)</b>	<b>2,848</b>	<b>0.58</b>	<b>(20,313)</b>	<b>172,335</b>	<b>3.19</b>	<b>(41,668)</b>	<b>(0.76)</b>	<b>214,003</b>
Over/Under Adjustment	82,927	17.00	(19,463)	(3.97)	-	(248,911)	(4.60)	(432,218)	(7.91)	-
<b>Net Operating Income</b>	<b>65,462</b>	<b>13.42</b>	<b>(16,615)</b>	<b>(3.39)</b>	<b>82,078</b>	<b>(76,576)</b>	<b>(1.42)</b>	<b>(473,887)</b>	<b>(8.68)</b>	<b>397,310</b>

Capital Reserve	(12,623)	(3)	(26,761)	(5)	14,138	(266,094)	(5)	(294,370)	(5)	28,276
<b>Net Income (Loss)</b>	<b>52,839</b>	<b>10.83</b>	<b>(43,376)</b>	<b>(8.84)</b>	<b>96,216</b>	<b>(342,670)</b>	<b>(6.34)</b>	<b>(768,257)</b>	<b>(14.07)</b>	<b>425,586</b>

## VICTORIA MANOR

Variance Explanations

November 2017

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	604,187	535,314	68,873	5,963,536	5,885,369	78,168
<p>MTD Nursing revenue is favorable (\$69K) mainly due to higher Hi-Intensity Claims revenue (\$63K), higher pay equity funding (\$2K), and higher BSO funding (\$3K).</p> <p>YTD Nursing Revenue is favorable (\$78K) due to monthly high wage cost transition funding received from MOH not included in budget (\$26K), higher RPN initiative revenue (\$2K), higher Hi-Intensity Claims revenue (\$64K), offset by lower BSO funding (\$15K).</p>						
NURSING EXPENSES - DIRECT	467,296	505,548	38,252	5,577,512	5,750,539	173,027
<p>MTD Direct wages are favorable (\$38K) due to lower PSW wages (\$4K), lower RPN wages (\$3K), lower benefits (\$30K), lower agency wages (\$5K), lower MDS RAI (\$2K), offset by higher RN wages (\$2K), higher BSO wages (\$3K).</p> <p>YTD Direct wages are favorable (\$173K) mainly due to lower RN wages (\$58K), lower RPN wages (\$15K), lower BSO wages (\$17K), lower MDS RAI wages (\$12K), lower benefits (\$70K), and lower RN and RPN Agency (\$82K), offset by higher PSW wages (\$81K).</p>						
NURSING EXPENSES - ADMIN	55,680	53,160		672,318	602,299	

			(2,520)			(70,019)
<p>MTD Nursing Admin expenses are unfavorable (\$3K) mainly due to higher Hi-Intensity costs (\$63K), higher medical supplies (\$4K), offset by lower purchased services (\$60K), lower equipment expenses (\$1K), lower benefits (\$2K).</p> <p>YTD Nursing Admin expenses are unfavorable (\$70K) mainly due to higher wages (\$9K), higher medical supplies (\$30), higher hi-intensity costs (\$64K), higher computer repairs (\$1K), higher physician on call (\$1K), offset by lower staff cost (\$5K), unused travel budget (\$3K), lower incontinent supplies (\$1K), lower purchased services (\$19K), and lower equipment expense (\$7K).</p>						

PROGRAM REVENUE	59,428	58,972	456	655,340	652,276	3,065
<p>MTD Program revenue is in line with budget.</p> <p>YTD Program revenue is favorable (\$3K) mainly due to pay equity funding received but not budgeted (\$1K) and higher physio funding (\$2K).</p>						

PROGRAM EXPENSES	59,661	55,041	(4,620)	620,250	617,025	(3,225)
<p>MTD Program expenses are unfavorable (\$5K) mainly due to higher physio expenses (\$1K), higher supplies (\$3K), and higher equipment expenses (\$1K).</p> <p>YTD Program expenses are unfavorable (\$3K) due to higher equipment expenses (\$9K), higher physio and exercise expenses (\$2K), and higher staff cost (\$1K), offset by lower supplies (\$5K), lower purchased services (\$4K).</p>						

FOOD REVENUE	44,820	42,703	2,117	482,471	471,675	10,795
<p>MTD Food revenue is favorable (\$2K) due to increase in per diem funding to \$9.</p> <p>YTD Food revenue is favorable (\$11K) due to increase in per diem funding to \$9 effective July 2017.</p>						

FOOD EXPENSES	42,871	42,703	(168)	480,178	471,675	(8,503)
<p>MTD Food expenses are in line with budget.</p>						

YTD Food expenses are unfavorable (\$9K).

ACCOMMODATION REVENUE	320,158	311,470	8,688	3,620,172	3,449,648	170,524
MTD Accommodations Revenue is favorable (\$9K) mainly due to higher preferred private revenues (\$9K), higher basic accommodation revenue (\$1K), and high wage cost transition funding received not budgeted (\$1K), offset by accreditation funding budgeted but not received (\$2K).						
YTD Accommodations Revenue is favorable (\$171K) mainly due to higher preferred private revenues (\$79K), higher basic accommodation revenue (\$4K), high wage cost transition funding received not budgeted (\$8K), unbudgeted vendor rebates (\$64K), and prior period reconciliation impacting revenue (\$34K), offset partly by accreditation funding budgeted but not received (\$18K).						

DIETARY EXPENSES	77,867	84,603	6,737	988,982	965,875	(23,106)
MTD Dietary expenses are favorable (\$7K) due to lower wages and benefits (\$7K), lower equipment expenses (\$2K), offset by higher dishes, cutlery and utensils (\$1K).						
YTD Dietary expenses are unfavorable (\$23K) mainly due to higher wages (\$22K), higher benefits (\$4K), higher paper supplies (\$2K), higher dishes, cutlery and utensils (\$3K), offset by lower equipment expenses (\$8K).						

HOUSEKEEPING EXPENSES	36,146	36,076	(70)	430,037	412,369	(17,668)
MTD Housekeeping expenses are inline with budget.						
YTD Housekeeping expenses are unfavorable (\$18K) mainly due to higher wages and benefits (\$16K), higher chemical and cleaning supplies (\$2K), higher paper supplies (\$2K) , offset by lower equipment expenses (\$1K), and lower other supplies (\$2K).						

LAUNDRY EXPENSES	19,954	15,197	(4,757)	185,961	173,450	(12,511)
------------------	--------	--------	---------	---------	---------	----------

MTD Laundry expenses are unfavorable (\$5K) due to higher wages (\$3K) and higher bedding and linen (\$2K).

YTD Laundry expenses are unfavorable (\$13K) due to higher wages (\$8K), higher chemical and cleaning supplies (\$2K), higher bedding and linen (\$3K).

MAINTENANCE EXPENSES	60,721	36,101	(24,620)	472,366	420,770	(51,597)
<p>MTD Maintenance expenses are unfavorable (\$25K) due to higher building repair expenses (\$2K), higher electrical expenses (\$5K), higher heating expenses (\$18K), higher maintenance contracts budget (\$2K), higher plumbing expenses (\$3K), offset by lower elevator expenses (\$1K), lower landscaping and snow removal budget (\$3K), and lower supplies (\$1K).</p> <p>YTD Maintenance expenses are unfavorable (\$52K) due to higher wages and benefits (\$6K), higher plumbing repairs (\$32K), higher HVAC expenses (\$36K), higher generator expenses (\$13K), higher fire system (\$6K), higher building repairs (\$7K), and higher electrical expenses (\$14K); these are offset by lower elevator expenses (\$8K), lower equipment expenses (\$6K), lower landscaping expenses (\$14K), lower lighting expenses (\$2K), lower maintenance contracts (\$18K), lower grease trap cleaning (\$1K), lower pest control (\$2K), and lower supplies expenses (\$10K).</p>						

ADMINISTRATION EXPENSES	58,260	44,446	(13,814)	466,015	499,040	33,025
<p>MTD Admin expenses are unfavorable (\$14K) due to higher professional fees (\$25K), offset by recovery of bad debts (\$2K), lower benefits (\$2K), unused wages-agency budget (\$3K), lower equipment expenses (\$3K), and lower supplies (\$1K).</p> <p>YTD Admin expenses are favorable (\$33K) mainly due to lower wages and benefits (\$12K), lower wages-agency (\$34K), unused association fees (\$3K), lower accreditation (\$3K), lower equipment expenses (\$26K), lower communication expenses (\$2K), lower postage and courier (\$2K), offset by higher purchased services (\$8K), higher computer repairs (\$9K), higher travel expenses (\$1K), higher professional fees (\$4K), and bad debt expense (\$26K).</p>						

FACILITY EXPENSES	84,675	92,198	7,523	904,476	1,019,812	115,336
-------------------	--------	--------	-------	---------	-----------	---------

MTD Facility expenses are favorable (\$8K) due to lower hydro expenses (\$11K), offset by higher gas expenses (\$1K), higher waste removal (\$1K), and higher management fees (\$1K) .

YTD facility expenses are favorable (\$115K), due to lower hydro (\$102K), lower water (\$18K), lower gas (\$5K), and lower waste removal (\$3K), offset by higher management fee (\$12K).

CAPITAL PURCHASES	15,981	10,118	(5,863)	331,236	111,298	(219,938)
<p>Capital Purchases include:</p> <p>JAN 2017 - Flooring (\$9,616), Replacement of fridge condensing unit (\$8,243).</p> <p>FEB 2017 - Automatic door (\$4,020), Common area furniture (\$13,895).</p> <p>MAR 2017 - New tubs (\$3,358), Power supply to AC system for dining room (\$1,272), Screen blind for Elord living room (\$275).</p> <p>APR 2017 - Installation of HVAC system (\$133,942), Tub room phase 4 (\$27,423).</p> <p>MAY 2017 - Resident room furniture (\$4,377), Installation of two ductless condensing units (\$22,174).</p> <p>JUN 2017 - No capital purchases.</p> <p>JUL 2017 - Panasonic wireless phones installation (\$36,760).</p> <p>AUG 2017 - Resident Cafe (\$882), Replacement of "F" Unit (\$21,865).</p> <p>SEP 2017 - Counter tops (\$608); York roof top replacement (\$10,665).</p> <p>OCT 2017 - Portable Phones (\$11,611.63), Wardrobe Cabinet (\$4,268.18).</p> <p>NOV 2017 - Sofa, chairs (\$7,924.67), Vaga furniture (\$6,008.31), Arm chairs (\$2,047.90).</p>						



Scorecard: Quality

---

1) Canadian Institute for Health Information (CIHI) quarter 1 results. Action plan in place. Waiting on quarter 2 results

Indicator	Q1 Current Performance	Target
Reduce transfers to Emergency department	39.81	37.00
Improve Resident Satisfaction	92.00	89.00
Reduce Antipsychotic medications	21.60	24.00
Reduce stage 2-4 pressure ulcers	4.30	4.50
Reduce the number of falls	18.60	23.00
Reduce the number of restraints	8.00	3.10

2) LTC: MOH Compliance Orders / Inspection Findings Summary:

Inspection Report Date	Purpose of Visit	WN/ VPC/ CO	Findings Summary
------------------------	------------------	-------------	------------------

No visits in November			
-----------------------	--	--	--

### Scorecard: People

---

#### 1) Employee Engagement Survey

- 7 team members were recognized by family members and peers through the Spot A Star program
- 22 team members scheduled to attend 2018 Operational planning day on January 26, 2018

### Sienna Support Services Updates

---

#### Sienna Partner Visits

- November 7<sup>th</sup> – Labour Relations

#### Projects, Location Events and other

---

- December 1<sup>st</sup> – Resident Family Christmas Party
- More than 4 local elementary schools provided entertainment to residents
- Donations for resident gifts were provided by Victoria Manor team members, Social Service team members and ReMax
- Open Doors Chili Fundraiser held on December 14<sup>th</sup> for all team members and City of Kawartha Lake’s employees to raise funds for the local food bank.



## Long Term Care Update

---

1. Occupancy (data since last report):

<b>Occupancy Report</b>	<b>Private</b>	<b>Semi</b>	<b>Basic</b>	<b>Short Stay</b>	<b>TOTAL</b>
Admissions (+)	0	5	0	7	12
Departures (-)	2	0	6	6	14
Discounted Private or Semi – Private Beds (under 60%)	2	0	0	0	2

2. Regulatory visits i.e. MOL, Public Health:

<b>Visitor</b>	<b>Date</b>	<b>Drivers and Actions</b>
No regulatory visits this month		

3. Written & Verbal Complaints Summary:

<b>Complaint</b>	<b>Date</b>	<b>Outcomes</b>
No complaints		

4. Compliments Summary:

<b>Compliment</b>	<b>Date</b>	<b>Outcomes</b>
Many Christmas cards, chocolates and food donations made from families	Throughout December 2017	

5. OH&S Issues (as applicable):

<b>OH &amp; S Issue</b>	<b>Date</b>	<b>Outcomes</b>
No issues noted		

6. Resident & Family Satisfaction Survey (as applicable):

<b>Resident &amp; Family Satisfaction Survey Scores</b>	<b>Date</b>	<b>Outcomes</b>
---	-------------	-----------------

Resident & Family Satisfaction Survey Results have arrived	December 2017	Resident Satisfaction scored 92% a 3% improvement from 2017 Family Satisfaction scored 85% a 2% improvement from 2017
--	---------------	--

7. Employee engagement updates:

Update	Date	Outcomes
Orientation project complete	November 14, 2017	Evaluations received from new team members after their onboarding has been very positive

8. External vacancies and hires:

Position	PT External Vacancies	TPT External Vacancies	PT External Hires	External Hires	Current Status
RN	0	0	1	0	Screening resumes.
RPN	0	1	1	0	
PSW	2	0	1	0	Screening resumes and interviews on a weekly basis.
Building Services	0	0	0	0	
Dietary Aide	0	0	0	0	
Life Enrichment	0	0	1	0	
Reception	0	0	0	0	

9. Any updates re Resident/Family Councils:

<b>Council</b>	<b>Date</b>	<b>Outcomes/ Comments</b>
Staff appreciation event held for team members	December 6	Wonderful event supported by Family Council

10. Any contract updates i.e. Pharmacy Services / TENA / etc.:

<b>Contracts</b>	<b>Date</b>	<b>Outcomes/ Comments</b>
Nothing to report		

11. Capital Expenses:

<b>Issue &amp; date</b>	<b>Total Spent @ 11/30/17</b>	<b>Approved Budget</b>
Heating & Cooling System 1 <sup>st</sup> floor dining rooms and serveries	\$31,687.49	\$ 22,500
HVAC Units	\$31,303.00	\$ 56,000
Ascom Telephone System	\$48,371.00	\$ 55,000
MacMillan Common Area Furniture	\$21,769.00	\$ 15,000
Resident Café Area	\$7,628.00	\$ 6,000
Resident Room Furniture	\$11,028	\$ 5,000
Dining Room Tables	Project on hold	\$ 2,500
Tub Rooms MacMillan/Elford	\$40,398.00	\$ 35,000
Automatic Door Openers – 1 <sup>st</sup> floor washrooms	\$4,019.00	\$ 3,000
<b>Total 2017 Approved Capital</b>		<b>\$200,000</b>
<b>Total 2017 Remaining</b>		<b>\$3,796.51</b>

12. WSIB updates:

Accidents	Incidents	Lost Time	Medical Attention	Outstanding WSIB for Month	Ongoing Outstanding WSIB Claims
0	8	0	0	0	0

13. Environmental concerns & emergency preparedness:

Date	Code Practiced	Outcomes/ Barriers
December 24 <sup>th</sup> – Days ; December 18 <sup>th</sup> – Evenings; December 17 <sup>th</sup>	Code Red	